Survey Item=I feel encouraged to come up with new and better ways of doing things

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	7%	10%	16%	33%	33%	1%
NCA	6%	7%	14%	31%	40%	1%
VACO	5%	7%	14%	31%	42%	1%
VBA	7%	12%	21%	32%	27%	1%
VHA	7%	10%	16%	33%	33%	1%

Survey Item=My work gives me a feeling of personal accomplishment

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	5%	6%	13%	35%	40%	1%
NCA	4%	4%	10%	29%	52%	1%
VACO	4%	5%	12%	34%	44%	1%
VBA	5%	6%	15%	34%	39%	1%
VHA	5%	6%	13%	35%	40%	1%

Survey Item=I know what is expected of me on the job

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	3%	3%	9%	38%	45%	1%
NCA	3%	2%	8%	32%	52%	2%
VACO	3%	4%	8%	36%	49%	1%
VBA	3%	4%	9%	39%	44%	1%
VHA	3%	3%	9%	38%	45%	1%

Survey Item=My talents are used well in the workplace

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	7%	9%	16%	35%	31%	2%
NCA	7%	9%	15%	32%	37%	1%
VACO	6%	8%	14%	35%	35%	1%
VBA	8%	10%	21%	34%	25%	2%
VHA	7%	9%	16%	35%	31%	2%

Survey Item=I know how my work relates to the agency's goals

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	2%	2%	9%	42%	44%	1%
NCA	2%	2%	7%	34%	54%	1%
VACO	2%	2%	6%	36%	53%	1%
VBA	2%	2%	8%	41%	47%	1%
VHA	2%	2%	9%	42%	43%	1%

Survey Item=I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	6%	7%	14%	34%	35%	3%
NCA	6%	7%	13%	30%	42%	2%
VACO	4%	4%	12%	30%	45%	4%
VBA	4%	6%	15%	34%	36%	5%
VHA	6%	7%	14%	35%	35%	3%

Survey Item=The people I work with cooperate to get the job done

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	4%	6%	13%	37%	39%	1%
NCA	3%	5%	14%	35%	41%	1%
VACO	2%	4%	9%	34%	49%	1%
VBA	2%	4%	12%	40%	41%	1%
VHA	4%	6%	14%	37%	38%	1%

Survey Item=My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	3%	4%	13%	41%	37%	2%
NCA	2%	3%	14%	39%	42%	1%
VACO	2%	4%	10%	38%	45%	2%
VBA	3%	5%	13%	42%	36%	2%
VHA	3%	4%	13%	41%	37%	2%

Survey Item=I believe the results of this survey will be used to make my agency a better place to work

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	10%	11%	23%	29%	23%	4%
NCA	10%	11%	20%	28%	29%	3%
VACO	8%	9%	22%	30%	25%	5%
VBA	10%	10%	23%	29%	22%	5%
VHA	10%	11%	23%	29%	23%	4%

Survey Item=Supervisors in my work unit support employee development

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	5%	5%	14%	30%	43%	2%
NCA	5%	5%	13%	30%	45%	1%
VACO	3%	4%	10%	29%	53%	2%
VBA	4%	4%	14%	32%	44%	3%
VHA	6%	6%	14%	30%	43%	2%

Survey Item=My supervisor listens to what I have to say

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	5%	5%	11%	29%	48%	2%
NCA	5%	4%	11%	30%	48%	1%
VACO	3%	3%	9%	27%	57%	1%
VBA	3%	3%	9%	30%	53%	1%
VHA	6%	5%	11%	29%	48%	2%

Survey Item=My supervisor treats me with respect

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	4%	3%	9%	28%	54%	2%
NCA	4%	3%	10%	29%	53%	2%
VACO	3%	2%	7%	24%	62%	2%
VBA	2%	2%	7%	27%	60%	2%
VHA	4%	3%	9%	28%	53%	2%

Survey Item=I have trust and confidence in my supervisor

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	6%	5%	13%	28%	47%	1%
NCA	5%	6%	13%	28%	48%	1%
VACO	4%	4%	9%	27%	55%	1%
VBA	3%	4%	11%	29%	51%	1%
VHA	6%	6%	13%	28%	46%	1%

Survey Item=Overall, how good a job do you feel is being done by your immediate supervisor?

	Very Poor	Poor	Fair	Good	Very Good	Missing or Do not Know
All VA	4%	4%	11%	22%	56%	3%
NCA	4%	4%	12%	23%	55%	2%
VACO	3%	3%	8%	20%	64%	2%
VBA	2%	3%	9%	21%	64%	2%
VHA	5%	5%	11%	22%	55%	3%

Survey Item=In my organization, senior leaders generate high levels of motivation and commitment in the workforce

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	10%	11%	22%	29%	26%	3%
NCA	9%	10%	18%	30%	31%	1%
VACO	7%	10%	19%	30%	31%	2%
VBA	9%	12%	22%	30%	25%	2%
VHA	10%	11%	22%	29%	26%	3%

Survey Item=My organization's senior leaders maintain high standards of honesty and integrity

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	8%	7%	21%	30%	30%	4%
NCA	8%	6%	18%	30%	36%	2%
VACO	6%	6%	17%	29%	37%	5%
VBA	7%	6%	21%	32%	30%	5%
VHA	8%	7%	21%	30%	29%	4%

Survey Item=Managers communicate the goals of the organization

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	6%	6%	17%	38%	31%	2%
NCA	4%	5%	14%	37%	38%	1%
VACO	4%	6%	14%	38%	38%	1%
VBA	4%	5%	14%	42%	34%	1%
VHA	6%	7%	17%	38%	31%	2%

Survey Item=Workgroups collaborate to accomplish shared objectives

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	5%	7%	20%	36%	28%	4%
NCA	5%	6%	17%	37%	34%	2%
VACO	3%	6%	16%	37%	35%	3%
VBA	4%	6%	19%	38%	28%	5%
VHA	5%	7%	20%	36%	27%	4%

Survey Item=Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

	Very Poor	Poor	Fair	Good	Very Good	Missing or Do not Know
All VA	6%	6%	14%	24%	39%	10%
NCA	5%	6%	14%	23%	47%	6%
VACO	4%	5%	11%	22%	49%	9%
VBA	4%	5%	14%	25%	41%	11%
VHA	6%	6%	15%	24%	39%	10%

Survey Item=I have a high level of respect for my organization's senior leaders

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	8%	7%	21%	31%	31%	3%
NCA	8%	6%	18%	31%	36%	1%
VACO	6%	6%	18%	30%	37%	2%
VBA	7%	7%	21%	32%	31%	2%
VHA	8%	7%	21%	31%	30%	3%

Survey Item=How satisfied are you with your involvement in decisions that affect your work?

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Missing or Not Applicable
All VA	7%	12%	22%	33%	25%	1%
NCA	5%	9%	19%	33%	33%	1%
VACO	5%	10%	18%	35%	31%	1%
VBA	8%	14%	25%	31%	20%	2%
VHA	7%	12%	22%	33%	25%	1%

Survey Item=How satisfied are you with the information you receive from management on what's going on in your organization?

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Missing or Not Applicable
All VA	6%	11%	21%	35%	26%	1%
NCA	5%	8%	18%	36%	34%	1%
VACO	5%	9%	18%	36%	31%	1%
VBA	6%	10%	22%	37%	24%	1%
VHA	7%	11%	22%	35%	25%	1%

Survey Item=How satisfied are you with the recognition you receive for doing a good job?

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Missing or Not Applicable
All VA	8%	10%	22%	32%	27%	2%
NCA	7%	8%	18%	33%	32%	1%
VACO	6%	7%	18%	33%	34%	1%
VBA	7%	10%	24%	34%	24%	2%
VHA	9%	11%	22%	31%	27%	2%

Survey Item=Considering everything, how satisfied are you with your job?

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Missing or Not Applicable
All VA	5%	7%	17%	37%	34%	1%
NCA	4%	5%	14%	33%	43%	1%
VACO	4%	6%	13%	36%	40%	1%
VBA	5%	8%	17%	37%	31%	1%
VHA	5%	7%	17%	37%	34%	1%

Survey Item=Considering everything, how satisfied are you with your organization?

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Missing or Not Applicable
All VA	5%	8%	19%	37%	29%	1%
NCA	5%	6%	15%	35%	37%	1%
VACO	5%	6%	16%	37%	35%	1%
VBA	6%	9%	19%	38%	27%	1%
VHA	5%	8%	20%	37%	28%	1%

Survey Item=My workload is reasonable

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	8%	11%	16%	37%	27%	1%
NCA	8%	11%	16%	34%	30%	1%
VACO	7%	10%	14%	37%	31%	1%
VBA	11%	15%	18%	33%	22%	1%
VHA	8%	11%	15%	37%	27%	1%

Survey Item=I recommend my organization as a good place to work

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	5%	5%	16%	35%	37%	2%
NCA	5%	5%	14%	31%	44%	1%
VACO	5%	5%	14%	32%	43%	2%
VBA	6%	7%	18%	35%	33%	2%
VHA	5%	5%	17%	35%	37%	2%

Survey Item=I am given a real opportunity to improve my skills in my organization

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	6%	9%	18%	36%	31%	1%
NCA	5%	8%	14%	35%	37%	1%
VACO	4%	6%	13%	36%	40%	1%
VBA	5%	9%	19%	37%	29%	1%
VHA	6%	9%	18%	36%	30%	1%

Survey Item=My supervisor supports my need to balance work and other life issues

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	5%	4%	11%	29%	49%	2%
NCA	4%	4%	10%	30%	50%	1%
VACO	3%	3%	8%	26%	59%	1%
VBA	3%	2%	9%	30%	54%	2%
VHA	5%	4%	11%	29%	48%	2%

Survey Item=In my work unit, differences in performance are recognized in a meaningful way

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Missing or Do not Know
All VA	8%	12%	21%	30%	24%	4%
NCA	8%	10%	21%	31%	27%	3%
VACO	6%	10%	19%	30%	30%	6%
VBA	7%	11%	23%	30%	23%	7%
VHA	9%	13%	21%	30%	24%	4%